

Annual Report Fiscal Year 2004



**Great Lakes Airports Division
Federal Aviation Administration**

Mission and Vision

OUR MISSION

Provide leadership in the planning, development, and oversight of a safe and efficient airport system.

OUR VISION

We will excel at our mission by:

- Creating effective partnerships with our customers
- Being innovative, accountable and responsive
- Valuing our employees
- Being proactive to ever evolving change within the aviation industry

Message from the Division Manager

Dear Aviation Community Members:

I am pleased to present our Fiscal Year (FY) 2004 Annual Report for the Great Lakes Airports Division (AGL). Once again our employees, with the tremendous help of the aviation community, did an outstanding job in addressing the aviation needs of the eight states in the AGL.


This report highlights some of the more significant accomplishments and statistics for last fiscal year. I am proud to say that we met all but one of our 55 AGL goals in FY-04. We especially excelled in the safety and grant categories.

On the safety front, we had a banner year. Not only were we able to reduce the number of runway incursions caused by vehicles and/or pedestrians by over 18%, but we also had zero Category A or B incidents (the two most severe types). In addition, we are making significant progress to fund necessary improvements to our high-priority Runway Safety Areas.

On the grant front, we excelled at programming grants in a timely fashion, basing our grants on bids, and closing out old grants. In addition, we are doing a very good job at keeping our open grant inventory to an acceptable level.

We thank you for your assistance in these efforts and ask for your continued support in FY-05 in the development and maintenance of a safe and efficient airport system.

Sincerely,



Jeri Alles
Division Manager
Great Lakes Airports Division

FY-04 Goal Status

- **FY-04 Goals.** AGL had a total of 55 regional goals in FY-04. Through the hard work of our employees and the cooperation and assistance of the aviation community, AGL was able to meet or exceed 99% of its goals. A total of 24 (44%) were exceeded (marked with a *), 30 (55%) were met (not marked), and one (1%) was not met (marked with a #).

INCREASED SAFETY

COMMERCIAL FATAL ACCIDENT RATE

Runway Safety Areas (RSA)

1. Project Initiation *
2. Fully Funding *
3. RSA Maintenance Presentation
4. Triggering Projects

Other Airport Safety Measures

5. Fatal Accidents
6. Safety Awards
7. Airport Certification Inspections *
8. Airport Certification Information Bulletins *
9. Construction Safety Phasing Plans
10. FY 2004 Fencing Projects *
11. FY 2005 Fencing Projects *
12. Safety Related Conferences/Events

GENERAL AVIATION FATAL ACCIDENT RATE

Airport Safety Measures

13. AirVenture
14. Fencing Projects *
15. Construction Safety Phasing Plans
16. Airport Inspections

RUNWAY INCURSION REDUCTION

Runway Incursion Initiatives

17. Vehicle/Pedestrian Deviations (V/PD) *
18. Project Funding

GREATER CAPACITY

AIRPORT CAPACITY

Capacity Measures

19. New Runway Projects *
20. Pavement Conditions
21. Military Airport Program *
22. OEP Reliever Projects *
23. Compliance Presentation *
24. Land Use Inspections
25. Land Use Recommendation Tracking *

ARRIVAL DELAYS

Master Plans for Airports In Major Metropolitan Areas

26. Master Plans

Environmental Issues

27. Environmental Impact Studies (EIS) *
28. US Army Corps of Engineers *
29. US Fish and Wildlife *
30. Noise Reduction in Homes *
31. School Soundproofing *

ORGANIZATIONAL EXCELLENCE

WORKFORCE DEVELOPMENT

Management Workforce Planning

32. Mid-Level Manager Order

Employee Performance Plans

33. Links Between Plans

Human Capital Planning

34. Succession Plan
35. Labor/Management Working Relations
36. Training
37. Outreach Plans
38. Employee Attitude Survey (EAS)
39. Tele-Training *
40. Training List
41. Regional Guidance Format
42. Policy and Procedure Memorandum (PPM) Inventory

COST EFFECTIVE CUSTOMER SERVICE

Customer Needs

43. Face to Face Communication
44. Airspace Coordination Process
45. ALP Inventory
46. Annual Report and Performance Plan

Cost Control

47. Inactive Grants # *(national goal met)*
48. Old Grants *
49. Grant Inventory *
50. Bids and Negotiated Purchase Agreements
51. Fund Obligation
52. Carryover
53. DELPHI
54. Programming *
55. PFC Closeouts

Runway Incursion Reduction

- **Runway Incursions.** We successfully reduced runway incursions caused by vehicles or pedestrians by over 18% in FY-04, an accomplishment that significantly exceeded the national goal of a 5% reduction from the FY-03 limit. The number of these types of incursions dropped from 11 in FY-03 to nine in FY-04.

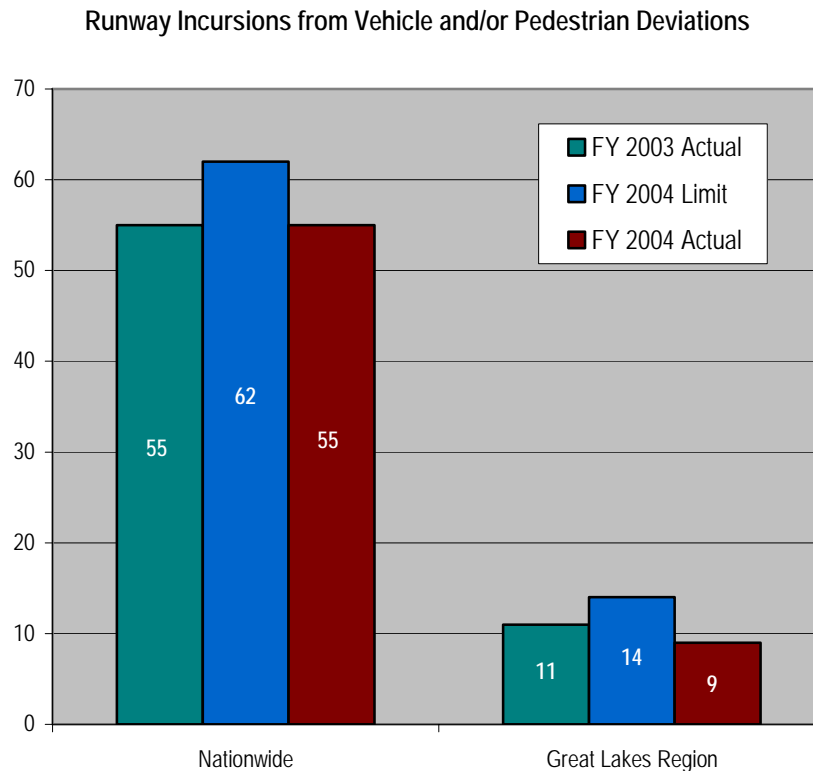
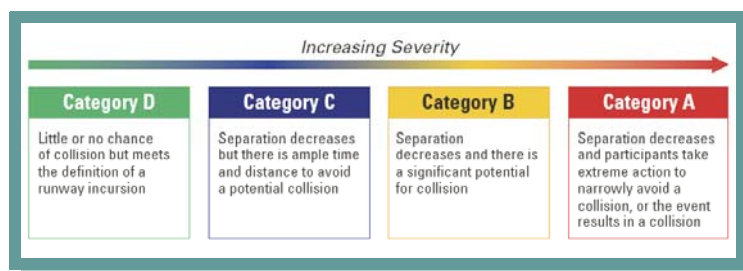


Table 1
Runway Incursions from Vehicle and/or Pedestrian Deviations

	FY 2003 Actual	FY 2004 Limit	FY 2004 Actual
Nationwide	55	62	55
Great Lakes Region	11	14	9

- **Category A and B Runway Incursions.** Category A and B runway incursions are considered the most dangerous types of runway incursions. We did not have any of these types of incursions caused by either vehicles or pedestrians in FY-04.



Runway Incursion Reduction (Cont.)

- **Runway Safety Action Teams (RSATs).** We actively participated on five RSATs at Part 139 airports in Chicago (O'Hare), IL; Cleveland, OH; Sioux Falls, SD; Detroit (Willow Run), MI; and Moline, IL.
- **Various Site/Problem Specific Meetings.** Beyond the scheduled RSAT meetings, we also participated in meetings and site visits at the following eight airports to discuss specific runway incursion issues: Chicago (O'Hare), IL; Cleveland, OH; Grand Forks, ND; Madison, WI; Marion, IL; Milwaukee, WI; Minneapolis, MN; and Sioux Falls, SD.
- **RSAT Recommendation Projects.** In FY-04, we supported 13 RSAT recommendation projects with \$11.7 million in Airport Improvement Program (AIP) funding, \$3.5 million in Passenger Facility Charge (PFC) funding, and \$2.3 million in local funding. To date, a total of 56 of these types of projects have been funded with AIP, PFC and local funding.
- **Runway Incursion 101 Presentations.** We created and delivered a "Runway Incursion 101" presentation at all four of the AGL Airports District Offices.
- **General Aviation Pilot Meeting.** We coordinated and participated in the first General Aviation Pilot Meeting at Chicago O'Hare International Airport.
- **Safety Video.** We represented the FAA on a 2004 working group with O'Hare International Airport and United Airlines (UAL) personnel that produced a video entitled "Airfield Operational Safety Awareness." This video has been adopted as a training tool by UAL system-wide and was shared with all Part 139 airports within the Great Lakes Region.
- **Airfield Geometry Simulations.** We participated in simulations at Detroit Metropolitan Airport to address various airfield geometry issues as follows:
 - Reviewed the simulations.
 - Briefed other FAA offices, the users, and the airport operator on the current status and final outcome of the simulations.
 - Facilitated the final proposed capital improvement projects from the MITRE Design Team study with the airport tenants.
- **Runway Safety Booth.** We provided a representative to help staff the Runway Safety Booths at both the Experimental Aircraft Association's (EAA) AirVenture 2004 (Oshkosh, WI) and the American Association of Aircraft Executives National Conference (Las Vegas, NV).



Trish Halpin (second from right) at the Runway Safety Booth at EAA's AirVenture 2004

- **Taxiway Design Presentation.** We gave a presentation at the 83rd Annual Transportation Research Board Conference on using taxiway designs to reduce runway incursions.

Part 139 Certification Program

- Part 139 Discrepancies.** As part of our airport certification inspections, we are required to document the safety discrepancies we find at airports. The following data shows the effectiveness of our Airport Certification Program over the past four years. In FY-04, we continued to use surveillance inspections as a means to assist airport sponsors with regulatory compliance. As a result, the overall number of discrepancies has steadily decreased from 264 in FY-01 to 205 in FY-04.

Certification Inspection Activity

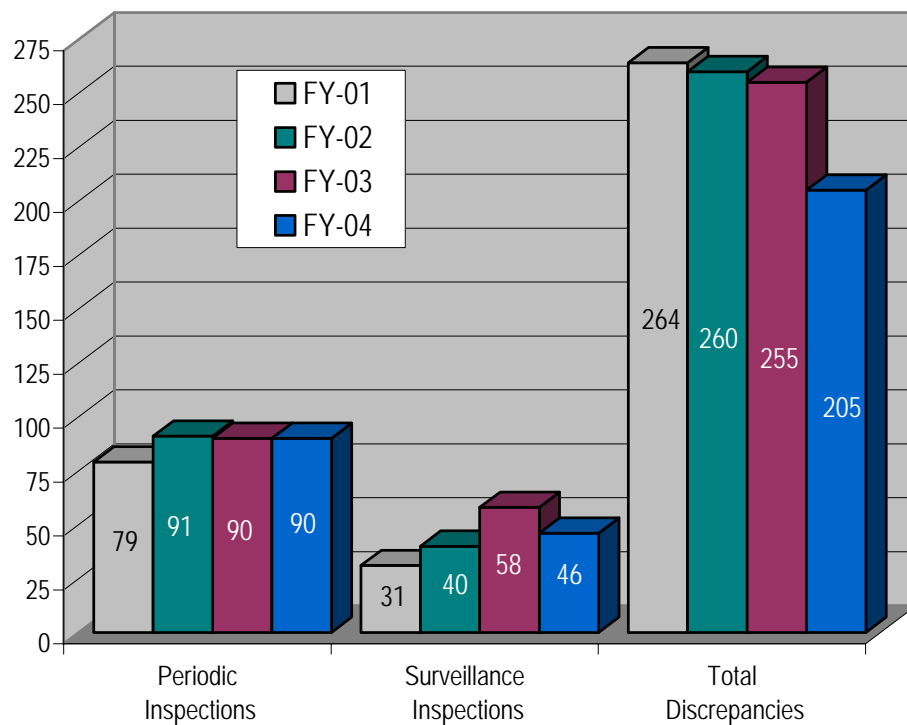


Table 2
Certification Inspection Activity

	FY-01	FY-02	FY-03	FY-04
Periodic Inspections	79	91	90	90
Surveillance Inspections	31	40	58	46
Total Discrepancies	264	260	255	205

Priority Runway Safety Areas

- Priority Runway Safety Area (RSA) Projects.** Projects. We had two funding goals for RSAs in FY-04. Our first goal was to initiate funding for at least one portion of the practicable improvements for 10 of our 84 high-priority RSAs. We exceeded this goal by initiating funding for 13. Our second goal in FY-04 was to have funding secured for all of the practicable improvements (except NAVAIDs) for at least 10 of our 84 high-priority RSAs. We exceeded this goal by securing funding for 11. A total of \$14.5 million in FY-04 AIP funding was used for these projects.

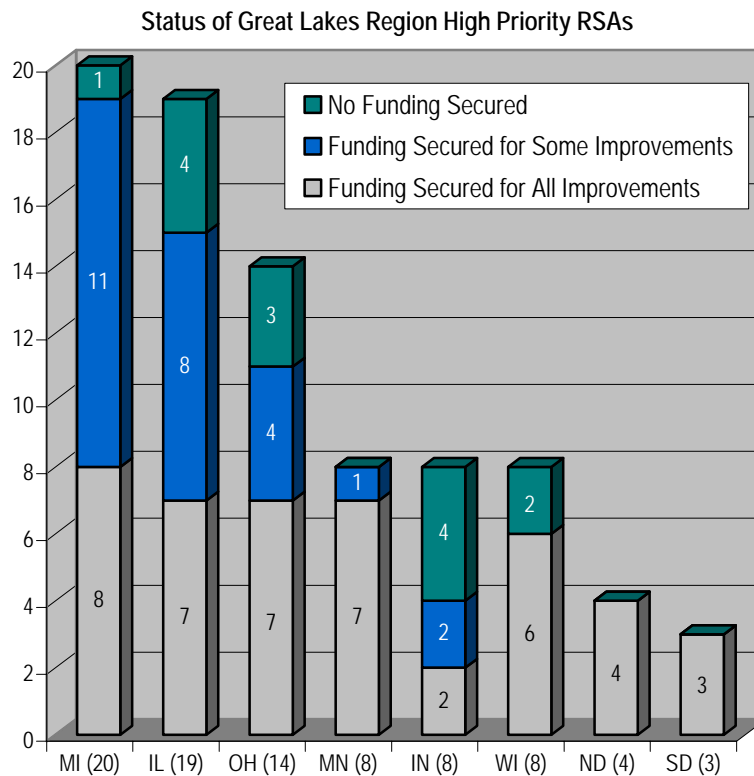


Table 3
Status of Great Lakes Region High-priority RSAs

	Funding Secured for All Improvements	Funding Secured for Some Improvements	No Funding Secured	Total RSAs
MI	8	11	1	20
IL	7	8	4	19
OH	7	4	3	14
MN	7	1	0	8
IN	2	2	4	8
WI	6	0	2	8
ND	4	0	0	4
SD	3	0	0	3

Other Part 139 Safety Initiatives

- **Other RSA Projects.** In addition to funding our high-priority RSA improvement projects, we identified and funded 10 additional RSA improvement projects and studies at Part 139 airports using \$16.3 million in AIP funding.
- **Airport Certification Information Bulletins.** We produced and distributed 18 Airport Certification Information Bulletins; each covering a different critical topic associated with the Part 139 Airport Certification Program.



Example of a Wildlife Hazard

- **Wildlife Mitigation.** We funded 18 wildlife fence construction projects to eliminate/reduce large mammal access to Part 139 airport movement areas using \$11.2 million in AIP funding. Another \$0.2 million in local and state funding was used to fund two additional projects recommended by the FAA. We also incorporated eight high-priority fencing projects in our FY-05 to FY-07 Airport Capital Improvement Plan.
- **RSA Maintenance Presentations.** In order to increase RSA awareness, we developed and delivered seven RSA maintenance presentations to the five AGL Airway Facility System Management Offices. The PowerPoint presentation used for these presentations was made available to all of the other regions and headquarters for their use.
- **Revised Part 139 Regulation.** We developed and distributed templates, forms, and guidance to assist airport operators meet the new Part 139 Regulation requirements. This information was sent out on a disk to each Part 139 airport operator in June 2004 (the effective date of the new regulation).
- **Safety Awards.** We continued our Division Safety Awards Program in FY-04. This program was developed to provide special acknowledgement to Part 139 airport sponsors deserving recognition for their proactive support of safety. We presented two such awards, one to Capital Airport (Springfield, IL) and the other to Oneida County Airport (Rhinelander, WI) at our FY-04 Conference in November 2003.



Representatives from Capital Airport Receiving Their Safety Award

Other Part 139 Safety Initiatives (Cont.)

- **Part 139 Workshops.** We hosted thirteen Part 139 Workshops for 350 airport managers, operations personnel, and maintenance personnel. The purpose of these workshops was to explain the new Part 139 requirements. The locations of the workshops were the Regional Office (2); Fargo, ND; Pierre, SD; Chicago, IL; Springfield, IL; Indianapolis, IN; Detroit, MI (2); Columbus, OH; Minneapolis, MN and Rhinelander, WI.
- **Conference Participation.** We presented a Part 139 Overview at Lewis University, participated in the Fire Department Instructors Conference in Indianapolis, IN and participated in the Bird Strike Committee USA Conference in Baltimore, MD.
- **International Safety Leadership.** One of our Certification Inspectors served as an instructor for the ICAO/US Airport Certification Inspectors Workshop in Miami, FL in October 2003 and for an airport safety and certification workshop in Mexico in March, 2004. In addition, we hosted a Chinese delegate for a week in April 2004. The delegate accompanied our Lead Certification Inspector on three airport inspections in the region, including one full Part 139 inspection at Terre Haute, IN.



Jeri Alles with Chinese Delegate Xuemin Ying

- **Construction Safety Phasing Plans.** We processed 105 construction safety phasing plans for Part 139 airports. These plans were specifically reviewed to ensure that development on these airports was conducted in a safe and compliant manner.

General Aviation Safety Initiatives

- **General Aviation Airport Inspections.** We conducted marking, lighting, and signage inspections at seven of our 14 towered General Aviation airports and provided recommendations to the airport operators. The remaining seven airports will be inspected in FY-05.
- **Wildlife Mitigation.** We funded eight wildlife fence construction projects to eliminate/reduce large mammal access to airport movement areas using \$1.9 million in AIP funding.
- **AirVenture in Oshkosh.** We developed and staffed a booth highlighting General Aviation airport safety at the EAA's AirVenture in July 2004. Over 675,000 general aviation enthusiasts attended the event, including Marion Blakey who personally visited the Airports booth. Ten AGL employees took part in developing and/or staffing this booth.

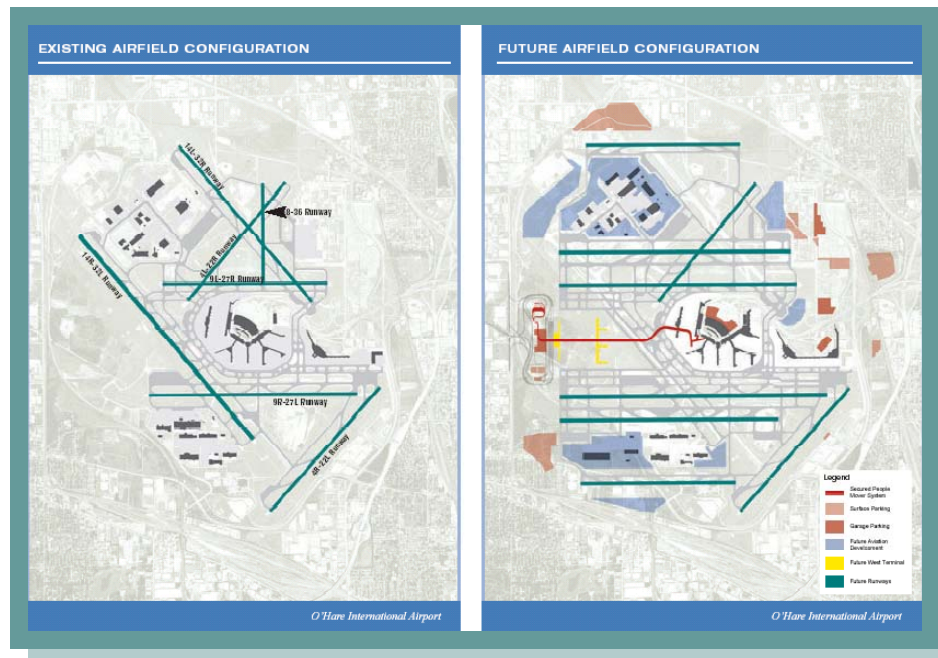


Bob Benko, Marion Blakey, Christina Drouet, and Bobb Beauchamp at the Airports Oshkosh Booth

- **Construction Safety Phasing Plans.** We processed 179 construction safety phasing plans at General Aviation airports. These plans were specifically reviewed to ensure that development on these airports was conducted in a safe and compliant manner.

Major Capacity/Delay Studies

- **Major Capacity/Delay Studies.** We provided leadership in the following two projects intended to increase capacity and/or reduce delays:
 - **O'Hare Modernization Program (OMP).** The OMP is the City of Chicago's proposal to construct one runway and realign seven others at O'Hare. The project cost is currently anticipated to be \$6.6 billion. The EIS schedule was completed in January 2004, the second round of ALP comments was completed in July 2004 and the first round of Master Plan comments was completed in September 2004.

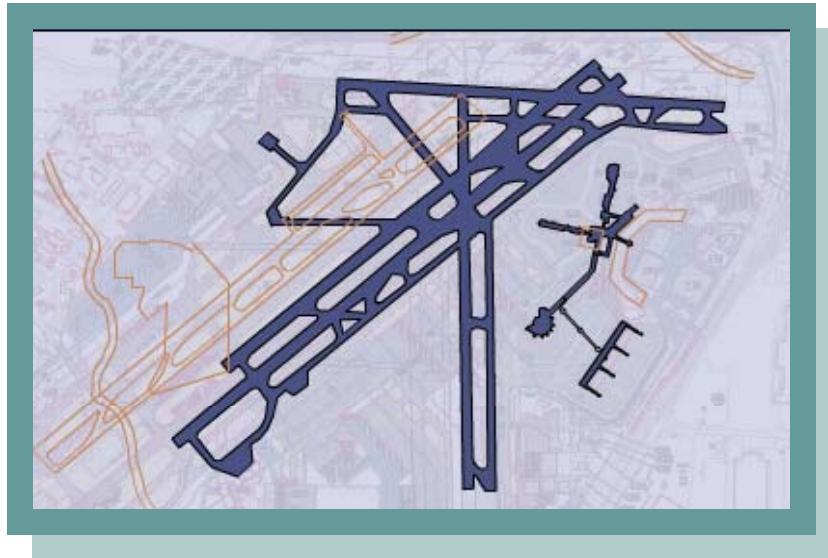


O'Hare Airfield Configuration (Existing and Proposed)

- **South Suburban Airport.** In FY-04, we issued a \$2.5 million AIP grant to the State of Illinois for planning and the development of an Environmental Impact Statement (EIS) for a possible supplemental airport in the Chicago area. The EIS scope of services was completed in December 2003. The Master Plan scope of services was approved in April 2004 and the forecast was approved in June 2004.

Major Runway Construction

- **Major Runway Construction.** We provided leadership for the following two major runway construction projects in conjunction with FAA's Operational Evolution Plan (OEP):
 - **Cleveland Hopkins International Airport.** This project consists of a 9,000 foot replacement runway at Cleveland Hopkins International Airport to provide for Simultaneous Visual approaches and CAT III approach minimums on each end. This runway will provide increased safety and capacity. A 6,000 foot runway (Phase I) was completed in December 2002. The 1,775 runway extension with CAT I capabilities (Phase 2) was commissioned in August 2004. The estimated final construction cost is \$472 million with \$148 million in AIP funds under their existing Letter of Intent (LOI).



New Runway at Cleveland

- **Minneapolis - St. Paul International Airport.** This project consists of the construction of a new 8,000 foot Runway 17/35 at the Minneapolis - St. Paul International Airport. It is estimated that this \$563 million project will reduce the airport's future delay costs by over \$60 million. We are providing \$95 million in AIP funding through an LOI plus \$14 million in AIP funding for companion work. The runway is expected to be operational in FY-06. At the end of FY-04, approximately 75% of the runway and associated taxiway paving was completed, on-airport demolition activities on the south end of Runway 17/35 were completed, and associated grading activities on the south end were initiated.

Environmental and Noise Initiatives

- **Residential and School Soundproofing Projects.** We issued soundproofing grants to nine locations, impacting 4,729 residents and 5,248 students using \$59 million in AIP funding. In addition, we also approved \$1.3 million in PFC funding for one of these projects.
- **U.S. Army Corps of Engineers.** To promote environmental streamlining of airport projects within AGL, we executed an interagency agreement with the U.S. Army Corps of Engineers in November 2004.



- **U.S. Fish and Wildlife.** To promote environmental streamlining of airport projects within AGL, we developed and coordinated a draft interagency agreement with the U.S. Fish and Wildlife Services in June 2004.
- **Environmental Teams.** We participated on four national environmental teams in FY-04. The teams for the environmental studies were for the O'Hare Modernization Program; the proposed South Suburban Airport; development at Flying Cloud Airport, Minnesota; and development at Gary/Chicago Airport. The purpose of these teams is to improve the environmental process by providing a one-stop coordinated FAA review in lieu of the normal sequential environmental review.
- **Environmental Training Seminar.** We developed, coordinated and presented an Environmental Training Seminar in Chicago, IL for approximately 40 airport sponsors, consultants, and state aviation employees. The seminar was well received and there were many requests for another such seminar next year.
- **Environmental Presentations.** We gave presentations on various environmental topics at the ACC Conference, to the Lewis University Student Chapter of AAAE, to the ACI Environmental & Technical Affairs Committee, at the Jet Set Go Environmental Noise Conference, and at the AAAE/ATA National Aviation Environmental Management Conference.

Airports by State and Type

- **Airports by State and Type.** The Great Lakes Region had 630 airports in the agency's National Plan of Integrated Airport System (NPIAS) database in FY-04. The distribution of NPIAS airports by type was as follows:
 - 80.8% General Aviation airports
 - 7.9% Reliever airports
 - 1.9% Commercial Service airports (2,500 - 10,000 enplanements)
 - 9.4% Primary airports (10,000 or more enplanements)

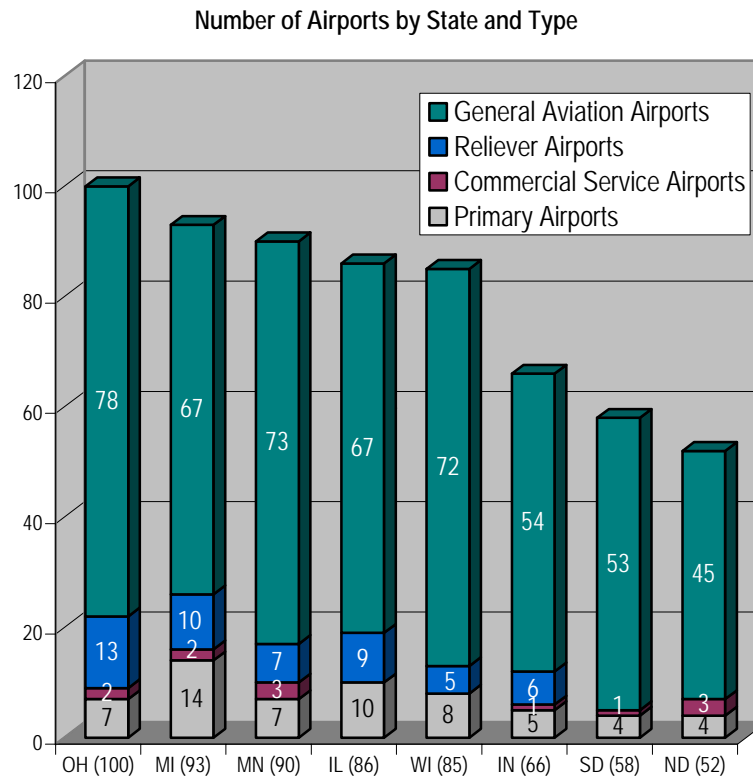


Table 4
Number of Airports by State and Type

State	Primary Airports	Commercial Service Airports	Reliever Airports	General Aviation Airports	Total Airports
OH	7	2	13	78	100
MI	14	2	10	67	93
MN	7	3	7	73	90
IL	10	0	9	67	86
WI	8	0	5	72	85
IN	5	1	6	54	66
SD	4	1	0	53	58
ND	4	3	0	45	52

Certificated Airports by State and Type

- Certificated Airports by State and Type.** The Great Lakes Region had 101 FAR Part 139 airports in FY-04. Of these airports, 72 had full certificates (required for airports with scheduled air carrier operations) and 29 had limited certificates (required for airports with unscheduled air carrier operations). We are responsible for inspecting these airports to insure they meet Part 139 safety requirements. In FY-04 we conducted 136 inspections, which is 31% over the required 101. Please note that in FY-05, the certification classifications will change and two new airports will be added.

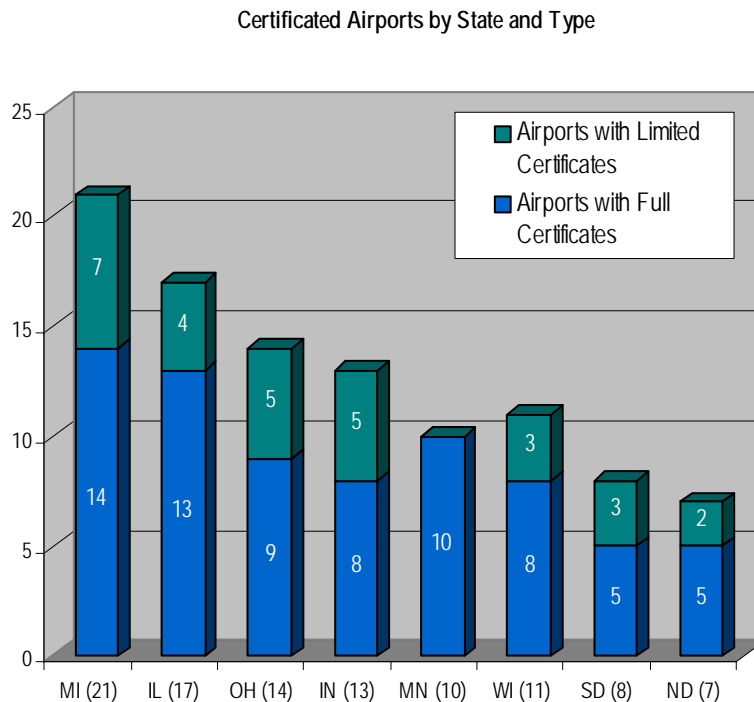


Table 5
Certificated Airports by State and Type

State	Airports with Full Certificates	Airports with Limited Certificates	Total
MI	14	7	21
IL	13	4	17
OH	9	5	14
IN	8	5	13
MN	10	0	10
WI	8	3	11
SD	5	3	8
ND	5	2	7

Passenger Enplanements by State

Passenger Enplanements by State. Passenger Enplanements are used, along with the rate of PFC collection, to determine AIP entitlement funding for a Primary airport. The enplanement data is always one and a half years behind the fiscal year it is used, so calendar year (CY) 2002 data was used for FY-04. We had approximately 94.9 million commercial service enplanements which is almost 15% of the national total of 643.8 million. This is an increase of only 0.04% from the previous CY in our region.

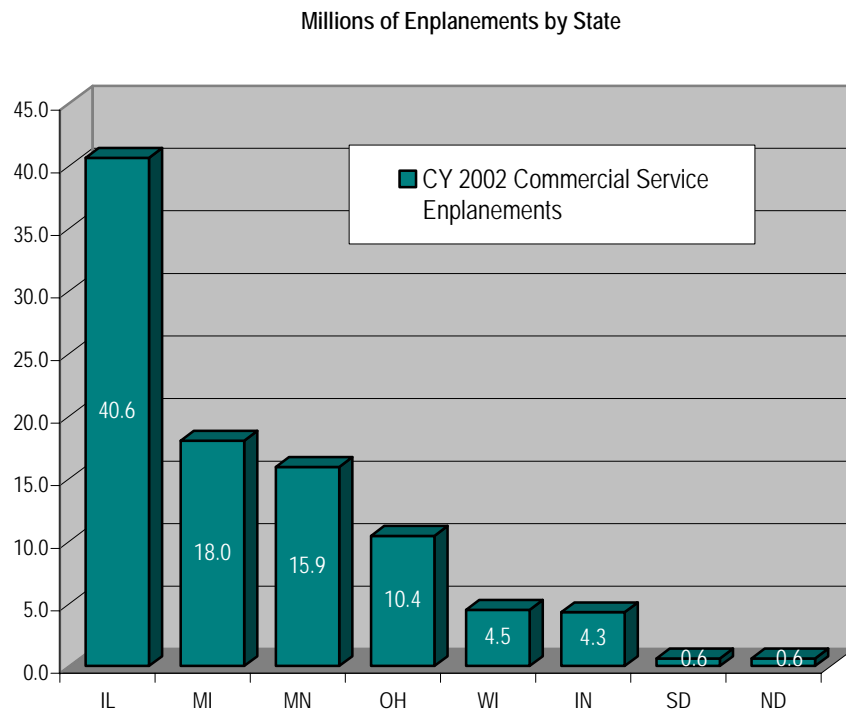


Table 6
Millions of Enplanements by State

State	CY 2002 Commercial Service Enplanements
IL	40.6
MI	18.0
MN	15.9
OH	10.4
WI	4.5
IN	4.3
SD	0.6
ND	0.6

AIP Funding by State

- **AIP Funding.** We issued a total of 391 new grants using approximately \$535 million in AIP funding (includes multi-year funding). This \$535 million was made up of the following types of AIP funding:
 - \$277.1 million (52%) Discretionary
 - \$124.9 million (23%) Passenger Entitlement
 - \$67.3 million (13%) Non-Primary Entitlement
 - \$51.0 million (9%) State Apportionment
 - \$14.7 million (3%) Cargo Entitlement

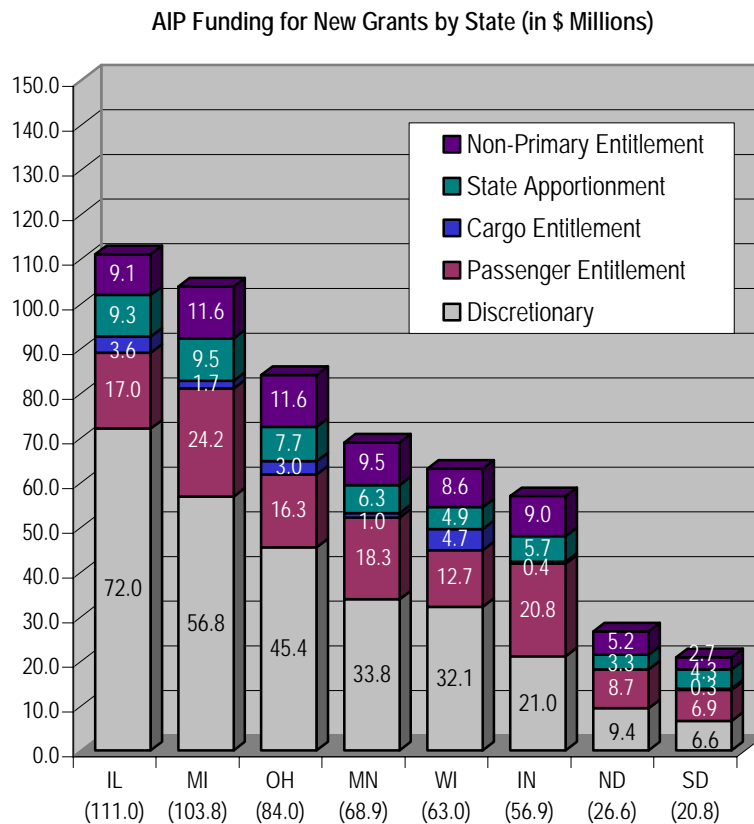


Table 7
AIP Funding for New Grants by State (in \$ Millions)

State	Discretionary	Passenger Entitlement	Cargo Entitlement	State Apportionment	Non-Primary Entitlement	Total
IL	72.0	17.0	3.6	9.3	9.1	111.0
MI	56.8	24.2	1.7	9.5	11.6	103.8
OH	45.4	16.3	3.0	7.7	11.6	84.0
MN	33.8	18.3	1.0	6.3	9.5	68.9
WI	32.1	12.7	4.7	4.9	8.6	63.0
IN	21.0	20.8	0.4	5.7	9.0	56.9
ND	9.4	8.7	0.0	3.3	5.2	26.6
SD	6.6	6.9	0.3	4.3	2.7	20.8

AIP Funding by Region

- AIP Funding by Region.** Nationally, we had a \$3.4 billion AIP program. Approximately \$3.3 billion went towards new grants (includes multi-year funding). Great Lakes Region had the second largest program nationally. We issued \$535 million in new grants, which was 16% of the national total. We also had the second largest discretionary program. We issued \$277 million in discretionary for new grants, which was 17% of the national discretionary amount.

AIP Funding for New Grants by Region (in \$ Millions)

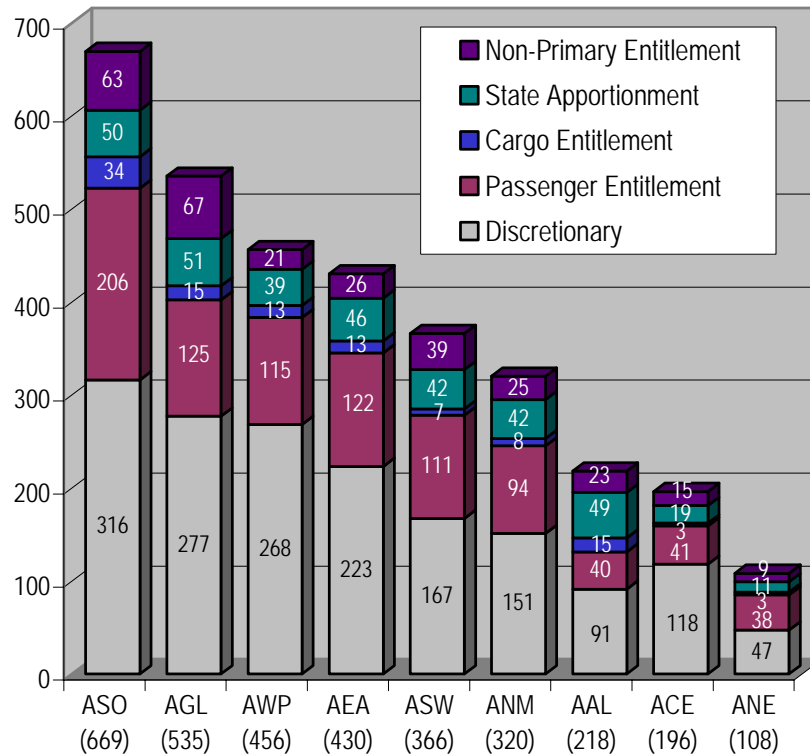


Table 8
AIP Funding for New Grants by Region (in \$ Millions)

State	Discretionary	Passenger Entitlement	Cargo Entitlement	State Apportionment	Non-Primary Entitlement	Total
ASO	316	206	34	50	63	669
AGL	277	125	15	51	67	535
AWP	268	115	13	39	21	456
AEA	223	122	13	46	26	430
ASW	167	111	7	42	39	366
ANM	151	94	8	42	25	320
AAL	91	40	15	49	23	218
ACE	118	41	3	19	15	196
ANE	47	38	3	11	9	108

AIP Project Types

Funding by Project Type. We issued a total of 391 new grants in our region using \$535 million in AIP funding (includes multi-year funding). Almost half of this funding went to critical capacity related projects (runways, taxiways, and aprons).

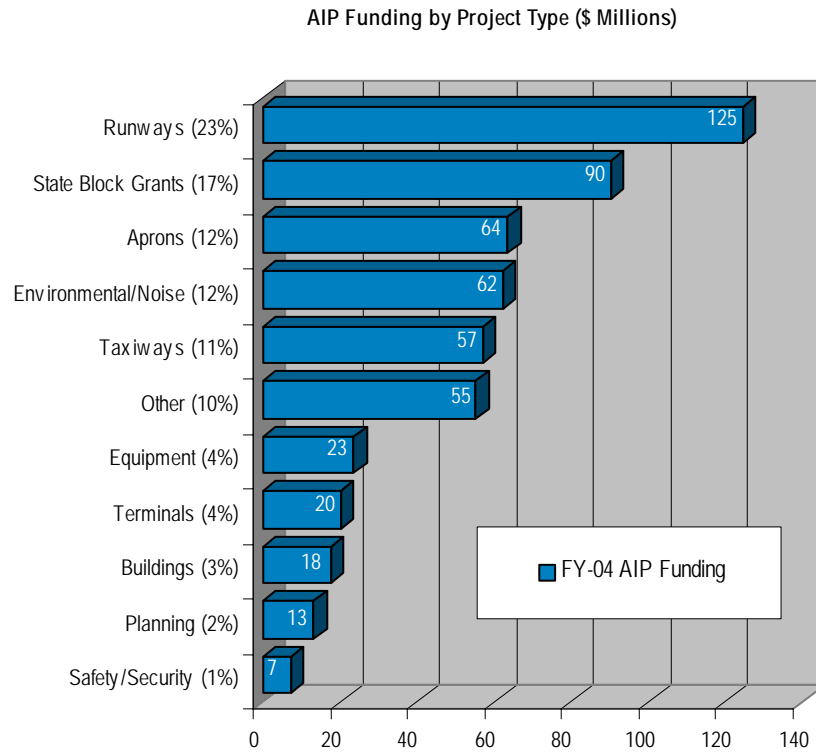


Table 9
AIP Funding by Project Type (in \$Millions)

Project Type	FY-04 AIP Funding	% of Total
Runways	125	23%
State Block Grants	90	17%
Environmental/Noise	62	12%
Aprons	64	12%
Taxiways	57	11%
Other	55	10%
Terminals	20	4%
Equipment	23	4%
Buildings	18	3%
Planning	13	2%
Safety/Security	7	1%

AIP Financial Management by State

- Open Grant Inventory.** We significantly exceeded our goal of closing out 276 grants (which would have reflected a 2.75 year inventory of open grants). We were able to close 324 grants by the end of the fiscal year. This included the closeout of all 54 grants that were four years or older, allowing us to exceed the national goal of closing 95% of these types of grants.

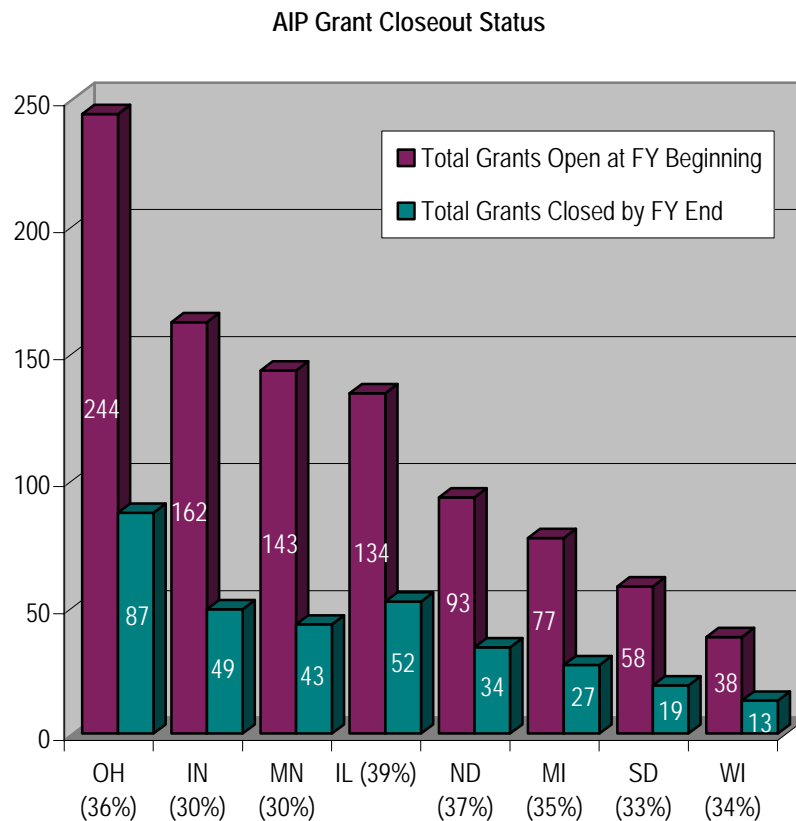


Table 10
AIP Grant Closeout Status

State	Total Grants Open at FY Beginning	Total Grants Closed by FY End	% Closed
OH	244	87	36%
IN	162	49	30%
MN	143	43	30%
IL	134	52	39%
ND	93	34	37%
MI	77	27	35%
SD	58	19	33%
WI	38	13	34%

PFC Applications by State

- PFC Applications.** We processed 11 PFC applications and approved \$585 million in PFC collections in FY-04. As of September 30, 2004, a total of 226 applications and \$10.2 billion in PFC collections have been approved in the Great Lakes Region since the program's inception.

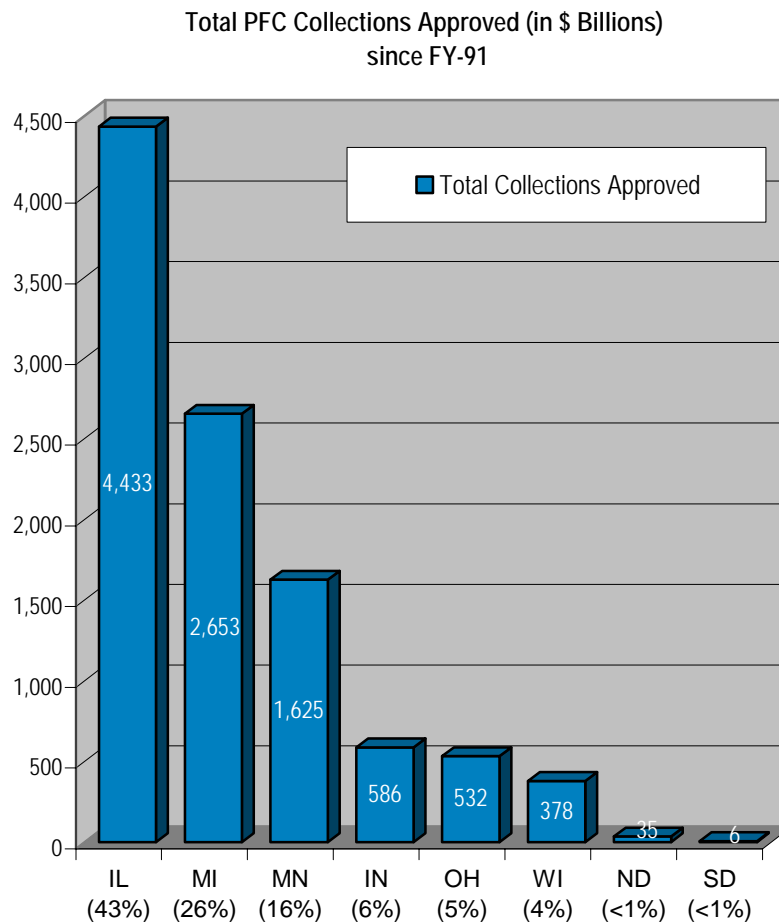


Table 11
Total PFC Collections Approved (in \$ Billions) since FY-91

State	Total Collections Approved	% of AGL Total
IL	4,433	43%
MI	2,653	26%
MN	1,625	16%
IN	586	6%
OH	532	5%
WI	378	4%
ND	35	0%
SD	6	0%

PFC Project Types

- **PFC Projects.** We approved \$585 million in PFC collections in FY-04. The top three expenditures were as follows:
 - 39.9% for interest
 - 34.2% for terminal improvements
 - 19.2% for capacity related projects (runways, taxiways, and aprons)

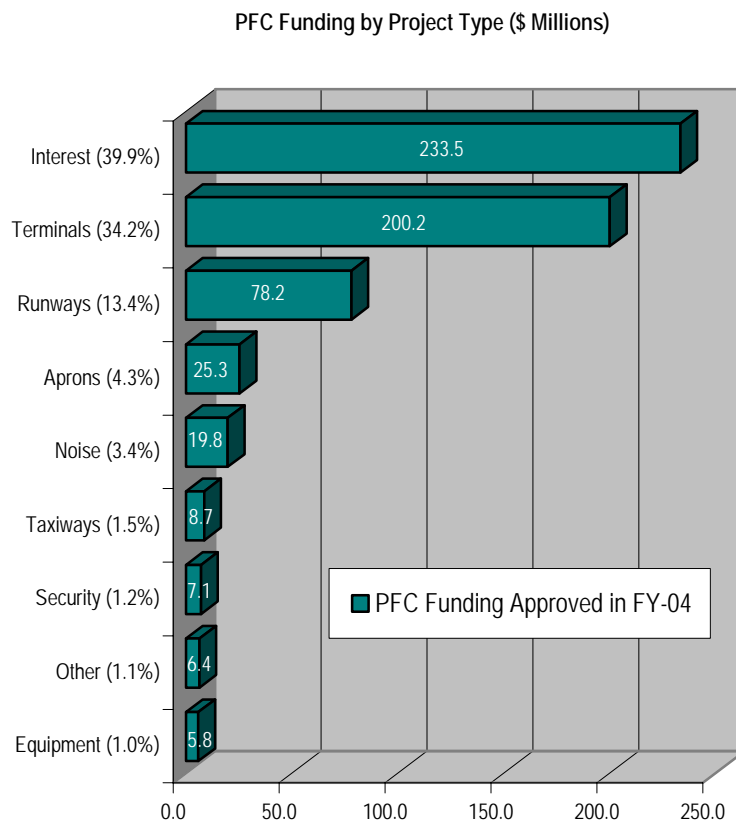


Table 12
PFC Funding by Project Type (\$ Millions)

Project Type	FY-04 PFC Approved Funding	% of AGT Total
Interest	233.5	39.9%
Terminals	200.2	34.2%
Runways	78.2	13.4%
Aprons	25.3	4.3%
Noise	19.8	3.4%
Taxiways	8.7	1.5%
Security	7.1	1.2%
Other	6.4	1.1%
Equipment	5.8	1.0%

Airports Collecting PFCs by State

- PFC Airports.** A total of 54 out of 71 (76%) Primary and Commercial Service airports in the Great Lakes Region are approved to collect PFCs. In FY-04, 38 airports were approved for the increased \$4.50 PFC collection rate.

Number of Eligible Airports Collecting PFCs

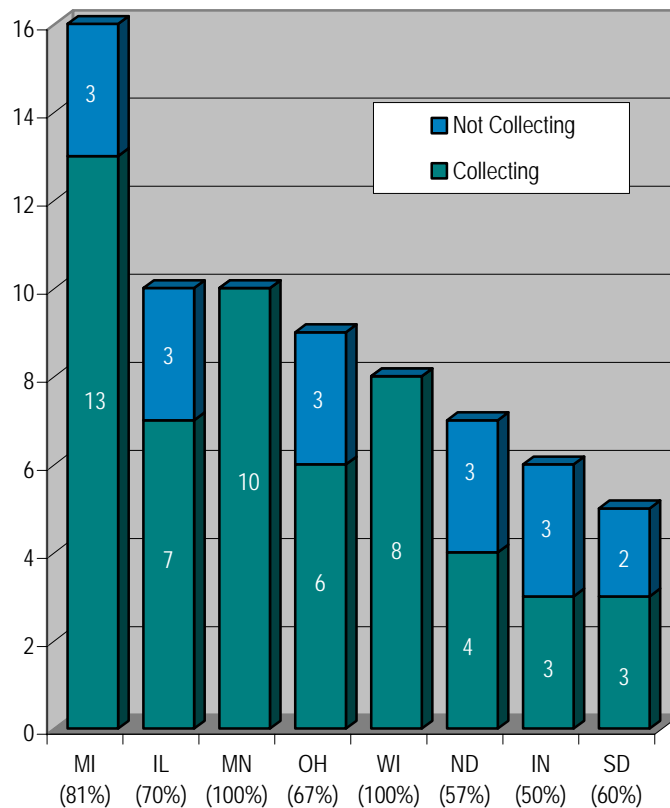


Table 13
Number of Eligible Airports Collecting PFCs

State	Collecting	Not Collecting	Percent Collecting
MI	13	3	81%
IL	7	3	70%
MN	10	0	100%
OH	6	3	67%
WI	8	0	100%
ND	4	3	57%
IN	3	3	50%
SD	3	2	60%

Customer Service

- **National Recognition.** Two of our employees received awards from the 5th Annual "Airports Awards for Excellence Program." Their honors included the Staff Excellence Award and the Extra Mile Award.



Dan Millenacker, Extra Mile Award (fifth from the left);
Sandy Nazar, Staff Excellence Award (seventh from the right).

- **Other Employee Recognition.** In addition to the two national awards, 46 of our employees received recognition (awards, letters of appreciation, etc.) from parties outside of the AGL Airports Division.
- **Updated Regional Policy Format.** We developed and published new streamlined procedures and an updated format for regional guidance. This new Great Lakes Region Airports Division Policy and Procedures Memorandum System will greatly enhance our ability to provide regional guidance to our field offices, our airport sponsors, state aviation officials and consultants.
- **Compliance Presentation.** In order to educate airport owners on their compliance responsibilities, we created a generic Compliance Presentation for ADO/Regional use in June 2004.
- **Airspace Focus Group.** In response to customer feedback, we created a focus group to research ways of improving the airspace process. This group completed its recommendation package in July 2004.

Aviation and Community Outreach

- **19th Annual Airports Conference.** Once again, we hosted the Great Lakes Region Annual Airports Conference, which provided a forum for airport and aviation representatives from government and the private sector to come together to share information on a variety of airport related topics. This year's conference was a great success with over 450 attendees (including industry speakers and FAA staff members) and 56 exhibitor displays.



Jim Borsari Discussing AIP Reauthorization

- **State Aviation Conferences.** We provided presentations at 11 (100%) of the regional state aviation conferences on program topics, safety issues, and other subjects of interest to increase participants' understanding of FAA airport policies and programs.
- **Sponsor Contact.** As requested by our customers, we visited 66 (100%) of our primary airports this year to personally stay in touch with our sponsors' concerns and needs.
- **Aviation Outreach.** In addition to conferences and site visits listed above, our employees participated in 26 other aviation outreach events such as the Wisconsin Bureau of Aeronautics Land Use and Operations Seminar as well as the Midwest Regional Airport Concrete Technical Workshop.
- **Diversity/Community Outreach Activities.** In addition to our aviation outreach activities, our employees participated in 23 internal and external diversity and community relations events, including a People with Disabilities Program at Palwaukee Airport and a Model Work Environment Symposium in Chicago, IL.